

DEPARTMENT OF THE ARMY
HEADQUARTERS, NORTH ATLANTIC REGIONAL MEDICAL COMMAND
WALTER REED ARMY MEDICAL CENTER
Washington, DC 20307-5001

NARMC Regulation
No. 1-1

6 April 1998

Administration
NORTH ATLANTIC REGIONAL MEDICAL COMMAND ORGANIZATIONAL
ASSESSMENT PROGRAM

1. PURPOSE.

This regulation outlines responsibilities and prescribes policies and procedures for planning and conducting inspections, assessments, and staff assistance visits within the North Atlantic Regional Medical Command (NARMC).

2. APPLICABILITY.

North Atlantic Regional Medical Command subordinate units will participate in the Organizational Assessment Program (OAP) and comply with this regulation.

3. REFERENCES.

- a. AR 20-1, Inspector General Activities and Procedures, Chapter 5, 15 March 1994.
- b. AR 1-201, Army Inspection Policy, 17 May 1993.
- c. AR 381-10, U.S. Army Intelligence Activities, 1 Aug 84 and DA Message 230900Z Dec 94.
- d. MEDCOM Regulation 1-2, U.S. Army Medical Command Organizational Assessment Policy, 1997.
- e. Department of the Army Inspector General Agency Inspections Guide, January, 1995.
- f. MEDCOM FY 98 Organizational Assessment Program (OAP), 19 June 1997.

4. DEFINITIONS AND ABBREVIATIONS.

See the glossary for the definition of terms and explanation of abbreviations used in this regulation.

5. EXPLANATORY.

a. The OAP will:

(1) Minimize disruption by coordinating compliance and assistance visits to subordinate activities (SAs).

(2) Identify systemic problems.

(3) Identify root causes to noncompliance with standards.

(4) Recommend solutions and the suggested action officer.

b. The NARMC SAs include:

(1) Medical Centers (MEDCENs).

(2) Medical Department Activities (MEDDACs).

(3) Army Health Clinics (AHCs).

(4) North Atlantic Regional Veterinary Command (NARVC).

(5) North Atlantic Regional Dental Command (NARDC).

6. RESPONSIBILITIES.

a. The NARMC Inspector General (IG) will:

(1) Be the NARMC proponent for the OAP.

(2) Have primary staff responsibility for the development of the NARMC OAP.

(3) Conduct the IG evaluation portion, consisting of special and follow-up evaluations as directed by the Commanding General (CG), NARMC. The list of topics for assessment will be published NLT 1 August of the preceding fiscal year (FY).

(4) Assist SA commanders with IG functions when requested.

(5) Accomplish technical support and oversight of acting IGs.

(6) Coordinate with the SAs and NARMC staff the scheduling of the OAP to ensure assessments are not excessive, and that assessment schedules complement each other with the intent of adding value to the organization.

(7) Publish the NARMC OAP schedule. The schedule will be published NLT 1 August of the preceding FY.

(8) Coordinate with the Assistant Chief of Staff, Operations (ACSOPS), NARMC, to ensure OAP windows are scheduled on the NARMC long range training calendar.

(9) Update and publish annually the list of mandatory visits NLT 1 August of the preceding FY.

b. The NARMC ACSOPS will:

(1) Coordinate the OAP with the master training calendar and forward a copy of the master training calendar to the NARMC IG.

(2) Annotate OAP windows on the NARMC long range training calendar. The intent is to minimize disruptions to operations and reduce redundant inspections, audits, and visits.

c. The NARMC Internal Review and Audit Compliance office will:

(1) Coordinate the scheduling of external inspections and audits governed by law and Army regulations.

(2) Coordinate with external inspection and audit agencies regarding their areas of inspection to ensure that any related NARMC assessments complement the external audit with the intent of adding value to the organization.

(3) Forward external inspection and audit agency schedules to the NARMC ACSOPS and the comparable NARMC staff.

d. The HQ, NARMC staff will:

(1) Offer subject matter expertise and assistance to SAs.

(2) Be prepared to provide staff assistance for scheduled and requested visits by SAs.

(3) Prepare and forward a copy of the Plan of Intent (See figure 2) through the IG, HQ NARMC, to the CG, NARMC for approval. The purpose of the plan of intent is to inform commanders of the scope of the staff inspection or assistance visit. The proposed dates must coincide with the approved assessment window. Following approval by the CG, NARMC, coordination with the Chief of Staff and ACSOPS, the Plan of Intent will be forwarded to SAs. During the scheduled assessment window, the SAs will be afforded the opportunity to request or refuse non-mandatory staff assistance.

(4) Complete a written staff trip report (See figure 1) for the Chief of Staff and forward a copy to the SA commander and NARMC IG within 1 month, following the conclusion of the staff assessment visit.

(5) Recommend to the IG areas of systemic or local concern that may be potential subjects for focused assessment.

(6) The NARMC staff will maintain familiarity with the assessment schedule. Though the staff cannot control the schedules of higher headquarters or external agencies, they should attempt to influence the external agency to inspect a medical treatment facility (MTF) during the approved assessment window. If the external assessment agency has a need to visit an MTF on a quarterly basis, higher headquarters and external agencies could schedule one of their visits during the approved assessment window. Again, this is an invitation to a higher headquarters, not a mandate.

(7) Fund HQ, NARMC directed travel and activities.

e. The SAs will:

(1) Establish an internal command OAP policy, using this regulation as guidance.

(2) Provide a copy of their own OAP to the IG, HQ NARMC within 60 days of receipt of this regulation.

(3) Request support as needed from the NARMC for scheduled and unscheduled command, staff, and IG inspection/assistance visits and audits.

(4) Fund the travel and related activities of the requested support personnel.

(5) Alert the NARMC ACSOPS when directly contacted by agencies, offices, and commands which have not first coordinated with either the NARMC ACSOPS or the NARMC IG.

7. DESCRIPTION.

a. The OAP is the commander's program. Commanders at all levels must actively participate in the execution of the program within their subordinate units. The OAP consists of command, staff, and inspector general inspections.

b. The role of HQ, NARMC staff is to provide assistance, on request, to the SAs.

c. The NARMC OAP schedule will identify a two week assessment window each fiscal year (FY) for each SA. To reduce the frequency and redundancy of inspections and audits, NARMC staff with these responsibilities will schedule their compliance and assistance visits during the designated assessment period. The commander of either the inspecting or inspected organization may request otherwise. The SAs will be afforded the opportunity to refuse non-mandatory staff assistance visits which are outside the scheduled assessment window.

d. The SA commanders may request additional assistance at anytime.

e. Any scheduling conflicts between the SA and a NARMC staff element will be resolved by the Chief of Staff, NARMC.

f. All inspections will be conducted IAW the inspection principles outlined in AR 1-201.

g. On-the-spot corrections should be made whenever possible and annotated in reports if appropriate.

h. Commendable performances by individuals or creative/unique programs which enhance readiness are to be recognized and acknowledged in reports.

i. Reports will follow the format indicated at Figure 1.

j. Types of Inspections.

(1) Command Inspections.

(a) Command inspections in the NARMC come in two forms: the Initial Command Inspection (ICI) and the Subsequent Command Inspection (SCI) of unit commanders. There are two differences in these inspections. The ICI is comprehensive and will not be used to measure a new commander's progress since taking command. The SCI may be tailored and will measure the unit commander's progress since the ICI. The unit commander's rater must conduct the command inspection.

(b) The NARMC commander will not conduct formal command inspections of subordinate units. The cornerstone of the command inspection program is the inspection of companies by SA commanders. These inspections are supplemented by staff and IG inspections. The term command inspection in this document encompasses both the ICI and SCI.

(c) Company commanders will receive the initial command inspection within 90 days of assuming command. The ICI is designed so new commanders readily understand their units' strengths and weaknesses. SA commanders will personally discuss the results of the ICI with the inspected unit commander and help set priorities and goals for his or her command tenure. This discussion will occur after the ICI is completed, with appropriate entries made on the Officer Evaluation Report support form.

(d) Each unit will receive an annual SCI. This will enable unit commanders and their raters to measure the progress of their units. Raters will provide guidance as necessary to help each unit commander strengthen the unit's performance.

(2) Staff inspections.

(a) Staff inspections will normally focus on a single function. The intent will be to find the root cause of a problem area that is within the NARMC commander's ability to fix. They will concentrate on administrative efficiency and compliance with regulatory standards.

(b) Staff topics of interest for each FY will be delineated annually by the NARMC commander.

(c) Staff inspections may follow up previous command or staff inspections.

(3) Inspector General Inspections.

(a) Inspector General inspections are directed by the Commanding General, NARMC. Topics for inspection will generally focus on readiness issues. The IG system is designed to identify any systemic problems, track their root causes, and indicate issues which are beyond the NARMC's ability to correct. The IG recommends solutions and action officers to the NARMC commander.

(b) The NARMC IG will inspect according to AR 20-1, AR 1-201, and the Department of the Army IG Inspections Guide.

k. Types of Visits.

(1) Mandatory. Mandatory visits are those required by law, regulation, or command directive. They include command, staff, and IG inspections conducted under the provisions of AR 1-201 and other applicable regulations. Mandatory visits also include those directed by the Commander, MEDCOM or Commander, NARMC. Normally the command directed assessment visit is the only assessment authorized to be conducted outside the established OAP window, with or without the consent of the organization visited.

(2) Non-mandatory. Non-mandatory visits include those visits by NARMC staff elements as established by Plans of Intent.

GLOSSARY

1. ABBREVIATIONS.

NARMC	North Atlantic Regional Medical Command
NARDC.....	North Atlantic Regional Dental Command
NARVC.....	North Atlantic Regional Veterinary Command
MTF.....	Medical Treatment Facility
OAP.....	Organizational Assessment Program
OIP.....	Organizational Inspection Program
SA.....	Subordinate Activity
TMC.....	Troop Medical Clinic

2. TERMS.

- a. Compliance. Refers to measuring performance against an established standard.
- b. Mandatory inspections. Periodic audits or assessments governed by law, regulation, or directed by a senior commander.
- c. Assistance visit. A visit by a lateral or senior command or staff representative to a lateral or subordinate command. The purpose of the visit is to give support or aid to the visited unit, not to focus or report on compliance.
- d. Non-mandatory visits. A visit that is not specifically directed by law, regulation, or a senior commander.
- e. Organizational assessment program. The term used by the USAMEDCOM to describe the organizational inspection program cited in AR 1-201.
- f. Organizational inspection program. An umbrella program which consists of command, staff, and IG inspections. Audits are also included in the operational concept.

g. Command inspection. An inspection in which the commander of the inspecting headquarters is a participant. The commander provides the inspected commander an assessment of strengths and weaknesses at the conclusion of the inspection.h. Initial command inspection. The initial inspection of a company commander conducted within 90 days of assumption of command.

i. Subsequent command inspection. Ordinarily the follow up to an initial command inspection received by a company commander, however, this may refer to any follow up inspection received by a commander.

j. Staff inspections. Inspections directed by the commander to complement command and IG inspections. These are conducted by personnel at the lowest staff level qualified to conduct staff assistance visits.

k. Intelligence oversight. An inspector general inspection of intelligence activities to ensure information is not being collected or maintained on United States citizens.

l. Inspector general inspections. Governed by AR 20-1 and AR 1-201. These inspections may be focused on units, functional areas, or both and are tailored to meet the commander's needs. IGs are exposed to a wider range of units than most other inspectors and are trained to:

(1) Identify substandard performance, determine the magnitude of the deficiency, and seek the root cause.

(2) Pursue systemic issues.

(3) Teach systems, processes, and procedures.

(4) Identify responsibility for corrective action.

(5) Spread innovative ideas.

UNIT _____

DATE INSPECTED _____

INSPECTOR _____

UNIT POC _____

SUBJECT AREA:

SUMMARY: 1.
 2.
 3.

FINDINGS: 1.

OBSERVATIONS: 2.

3.

RECOMMENDATIONS: 1.

2.

3.

Figure 1. OAP Inspection Report Format

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1. Purpose.
2. Scope.
3. Assessment Objectives.
4. Team Members.
5. Assessment Methodology.
6. Initial Questions.

Figure 2. **PLAN OF INTENT FORMAT**

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The proponent agency of this regulation is the Office of the Inspector General. Users are invited to send suggestions and comments on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, WRAMC, ATTN: HSHL-IMA, Washington, DC 20307-5001.

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